Tourism British Columbia

PACKAGING OPPORTUNITIES IN TOURISM

— A Development Strategy

THE HONOURABLE CLAUDE RICHMOND
Minister of Tourism/Expo 86

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INTRODUCTION

It is my pleasure to introduce Packaging Opportunities in Tourism, the development strategy of the British Columbia Ministry of Tourism.

In this past year, my Ministry has given considerable thought to determining the most suitable role of government in the development of the tourism industry in British Columbia. The result of that process is the strategy presented herein and the reorganization of the Development Division of the Ministry along lines to facilitate the implementation of the development strategy.

The role of the Ministry of Tourism is to develop and increase the value of tourism in British Columbia.

The Ministry's objectives are to increase the number, average length of stay and the average per diem expenditure of travellers in the Province.

The Hon. Claude Richmond
Minister of Tourism/Expo 86

In our view, the development and marketing of the B.C. tourism industry is primarily a private sector responsibility. The Ministry accomplishes its objectives by working with and assisting the B.C. tourism industry.

The Ministry's strategies for accomplishing its goals and objectives:

- — are driven by the nature and demands of British Columbia's major markets;
- — capitalize on the asset base and the major tourism activity generators that already exist;
- — work toward filling the existing plant capacity, employing the resources that are already available in the private sector;
- — concentrate on the few vital initiatives and activities that provide the highest leverage, greatest return on investment and the best long-term potential for development;
- — focus on getting results and making things happen; and
- — are measurable.

The development strategy outlined herein will guide the decisions and activities of the Ministry's Development Division. It is designed to improve the quality of service the Ministry can offer to the tourism industry in British Columbia.

It is my hope that this clear statement of my Ministry's approach to development will be of assistance to the tourism industry in planning its own strategies for success.

Claude Richmond

CLAUDE RICHMOND
Minister of Tourism/Expo 86

MINISTRY ORGANIZATION

The Ministry consists of a Marketing Division and a Development Division, supported by the Public Affairs and Management Services Divisions.

The Marketing Division is responsible for:

- — assisting the B.C. tourism industry in their marketing efforts through regional tourism and industry sector associations;
- — working with the tourism industry to package tourism products to stimulate demand; and
- — marketing B.C.'s tourism products in those markets in which they can be most effectively sold through cooperative ventures with the private sector.

The Development Division is responsible for assisting the B.C. tourism industry in developing new and improved facilities, attractions and services by:

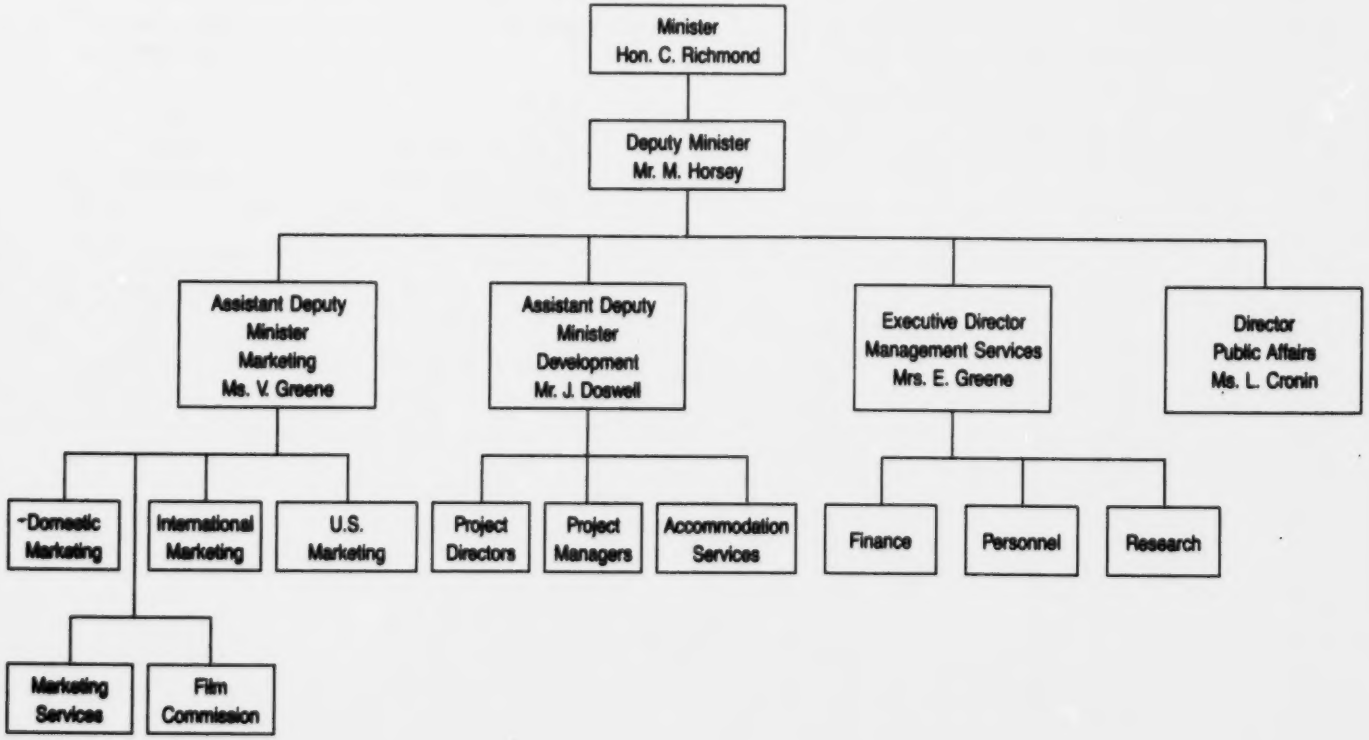
- — providing information and advice to individuals and organizations involved in the tourism and hospitality industry; and
- — acting as broker and facilitator to assist individual businesses, communities, regional tourism associations and tourism industry sector groups in taking new initiatives.

In addition, the Development Division will initiate projects where there is an opportunity to develop major new tourism assets or significantly improve B.C.'s competitiveness.

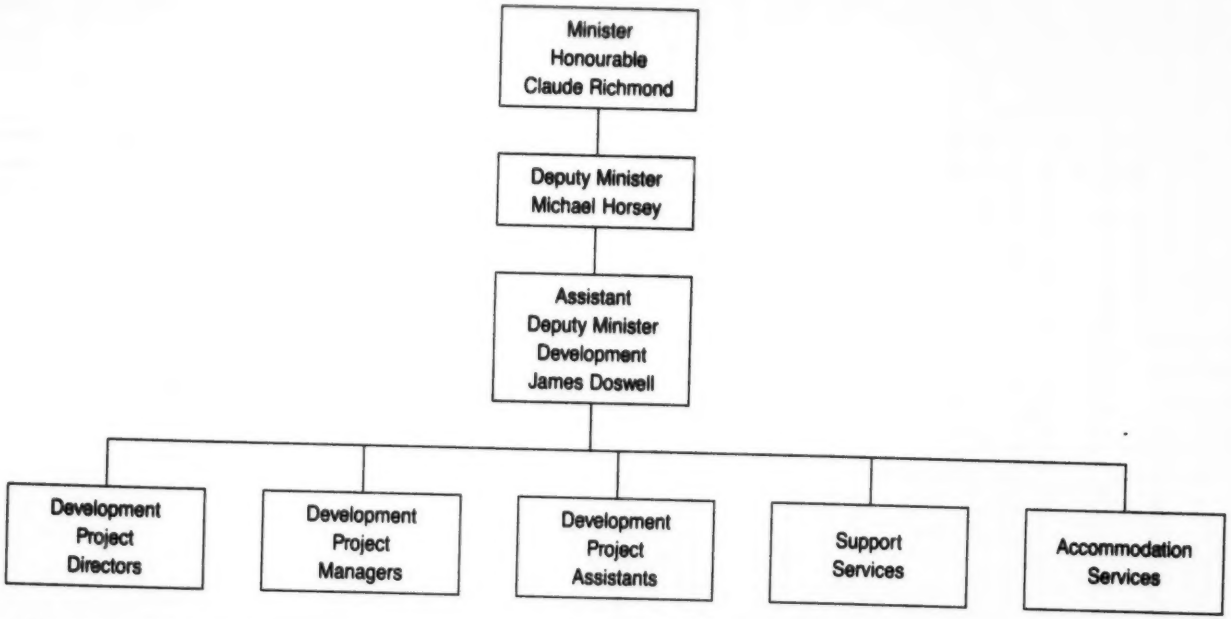
Development projects might include assisting in:

1) the creation or improvement of tourism destination areas;
2) the development or improvement of travel routes;
3) the establishment or improvement of industry management services.

BRITISH COLUMBIA MINISTRY OF TOURISM
ORGANIZATION STRUCTURE



BRITISH COLUMBIA MINISTRY OF TOURISM
DEVELOPMENT DIVISION ORGANIZATION



- Management of projects relates to:
  - — the creation or improvement of tourism destination areas;
  - — the development or improvement of travel routes;
  - — the development of industry education and training programs;
  - — the improvement of service delivery systems and standards;
  - — the development of industry information and business counselling programs.
- Delivery of development information.

- Administrative, and clerical support services.

- Registration and counselling program for the accommodation sector and production of the accommodation guide.

APPROACH TO DEVELOPMENT

The Development Division's activities and resources are directed almost exclusively to individual development projects designed to accomplish specific measurable results in the three areas mentioned previously, i.e.

1) the creation or improvement of tourism destination areas;
2) the development or improvement of travel routes; and
3) the establishment or improvement of industry management services.

The Division's approach is to work collaboratively with and use the resources already available within other provincial government ministries, other levels of government, government agencies and the private sector.

The Division employs Development Project Directors and Managers on both a permanent and contract basis to manage projects accepted by the Ministry.

Development Project personnel may include professionals with backgrounds and expertise in the legal, financial, urban land use, development, marketing and business management areas.

PROJECT MANAGEMENT

The decision to accept a project and the amount of assistance provided to the tourism industry depends upon:

- — the degree to which the expected result will be marketable and improve British Columbia's competitiveness in its prime tourism markets;
- — the amount that the project is expected to contribute to increased tourism spending;
- — the cost of the project to the Ministry in terms of financial and manpower resources, management commitment and risk, and the total amount of public funding required;
- — the probability that the project will be successful;
- — the length of time it will take to achieve the results desired;
- — the degree to which successful completion will enhance and contribute to B.C.'s major tourism assets.

Responsibility for each project accepted by the Ministry, whether in response to a request for assistance or one that the Ministry decides to pursue on its own initiative, will be assigned to one of the Ministry's Development Project Managers. Major projects may require a team of Ministry and/or contract staff working under one project leader.

Terms of reference will be established before a project is authorized to proceed. These will define:

- — the objectives of the project;
- — the scope of the project;
- — the action plan;
- — the specific results expected;
- — the timing to reach major milestones or accomplishments;
- — a budget establishing the financial resources and the number of hours of professional time that will be spent.

OTHER DEVELOPMENT SERVICES

Accommodation Services

The Development Division also includes the Accommodation Services Branch which is responsible for the registration and counselling program for the accommodation sector and the production of the accommodation guide.

It is intended that responsibility for the accommodation inspection program and for the delivery of other programs operated as pilot projects by the Ministry would eventually be assumed by a private or industry-sponsored organization.

Development Information Services

Information Services provided by the Development Division to the industry include advice on:

- — government assistance programs available to individuals or businesses in the tourism industry;
- — industry studies, research reports and self-help publications available and how they can be obtained;
- — industry-related training programs;
- — service organizations or agencies which could provide assistance.

Support Services

The Division's Project Managers are supported internally by a small administration and clerical support group.

For additional information on the Development Division of the British Columbia Ministry of Tourism and the services it offers to the tourism industry, contact:

Development Division
Tourism B.C.
1117 Wharf Street
Victoria, B.C.
V8W 2Z2

(604) 387-6929

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